



WORK AND FAMILY COMMITTEE
STATE EMPLOYEE DEPENDENT CARE
PROGRAM

**APPLICATION PACKAGE FOR
CHILDCARE START-UP
GRANT: PHASE I**



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CHILDCARE START-UP GRANT - PHASE I**

PROGRAM INTRODUCTION AND SCOPE

In September of 2000, the State of California Work and Family Committee (hereafter called 'Committee') published a report of its findings regarding family related issues of importance to State employees. The report found that 74% of California State employees reported problems with dependent care. The report recommended that funds be set aside to support the growth of more affordable, quality dependent care services for State employees. A grant fund of \$500,000 has been allocated for the purpose of providing startup funds for new childcare centers, and capital outlay requests for existing centers that wish to remodel or expand (Expansion Grants).

This application package is for **Phase I of the Childcare Startup Grant**. Application packets for Phase II and Phase III will be provided upon successful completion of the Phase I process. However, an overview of all three phases is included in this packet. A separate application process will be established for Expansion Grants. Please refer to the **Program Overview** document at http://www.dpa.ca.gov/workingfamilies/Main/DC_Grants.shtm for overall information on the State Employee Dependent Care Grant Program.

As potential founders of a new childcare center, you are undertaking a big job. Setting up a childcare center is a serious business. Therefore, you will need to take the time when initiating your project to make sure that your center is a good business enterprise in addition to being a positive and caring environment. For these reasons, the Committee has compiled information to help you accomplish this goal. This application packet contains forms, instructions and references to help make the job of establishing a childcare center easier for you. It also includes the information necessary to enable you to determine for yourself if establishing a center is a wise and self-sustaining investment.

The attached materials represent the complete application packet for Phase I of this application process. Grants obtained from this fund are only available to non-profit corporations formed by State employees, in partnership with other government agencies for the purpose of providing day care to the children of State employees.

Grant Selection Criteria:

In order to be eligible for funding, a group of interested employees must:

- Incorporate as a non-profit corporation
- Establish a corporate membership and board, which will consist of at least 51% employees, and a board which includes a representative of State employee labor and a representative of State departmental management.
- Conduct a needs analysis and marketing survey that support the establishment of the proposed childcare center
- Adopt an acceptable budget and standardized, fiscal control and accounting systems, which reflect reasonable potential for solvency
- Obtain authority to use an appropriate, licensable space
- Obtain a license to provide childcare or adult day care
- Develop an enrollment plan that gives priority to dependents of State employees
- Develop a partnership agreement with one or more State of California agencies in the geographic area. For information on Guidelines for State Agency Sponsors, please see Appendix III.

APPLICATION PROCESS DESCRIPTION

Childcare Start-Up Grants will be issued in three phases. Employees interested in receiving funding must complete specific steps in the process to receive each portion of their grant. You may be required to come to Sacramento and make a presentation to the Committee during one or all phases of the Childcare Startup Grant process. While the instructions in this booklet are for Phase I only, all of the steps in the grant funding process are outlined in this package for your information.

Phase I Overview

The first phase will begin eight to ten months prior to the anticipated opening date of your childcare center. Employees must first submit a **Letter of Intent** to the Committee, after which they will receive this initial application package. If you did not yet submit a Letter of Intent, please contact us at (916) 327-0522 to obtain a copy or download this document at

http://www.dpa.ca.gov/workingfamilies/Main/DC_Grants.shtm.

Upon receipt of the package, applicants will complete the following steps:

1. Needs Assessment/Marketing Survey – Employees will be required to complete a needs assessment/marketing survey to determine (a) if childcare is needed and (b) what type of care is needed. Guidelines for doing the needs assessment and marketing surveys are included in Appendix I, and sample forms are attached.
2. Incorporation – Employees determining that childcare is needed will be required to incorporate, and to provide a copy of their Articles of Incorporation with this grant application package. The corporate membership and the board must consist of at least 51% State employees of whom at least one shall be a member of a State employee labor organization and one shall be a representative of State departmental management. Basic instructions for this process are included in the application package. When filing the Articles of Incorporation, the employee group will also be required to submit a request for tax-exempt status IRC (501) (c) (3) to the Internal Revenue Service and the Franchise Tax Board. Refer to the references listed in Appendix III.
3. Licensing Course – Although they will not be ready to apply for a license at this time, employees wishing to establish a childcare center will want to attend a basic instruction course in licensing requirements. Such courses are given on a regular basis at the local office of the State Department of Social Services (DSS). Attending this course will help employees understand what is involved in becoming licensed to provide day care. Employees will also receive a package of information that contains licensing regulations, which they will need to understand in order to locate licensable space for their center/facility. Additional information on licensing is available on the DSS Website at www.dss.ca.gov.
4. Space – Employees will be required to locate appropriate space for their proposed center. They must obtain written approval of site management (whoever has control of the use of the space) to establish a day care facility at that site.

5. Renovations – Employees must determine what alterations, if any, are required to make the space licensable for a day care center. To do so, they may be able to obtain the assistance of their local office of DSS. Although providing such assistance is not a normal function of DSS offices, that department has agreed to provide such assistance to departmental employees as a method of providing support to the Committee. Once necessary alterations have been determined, employees will need to obtain cost estimates and determine who will perform the renovations. The employees who plan to have a dependent in the center generally do these alterations, but other assistance may be needed if the renovations are expected to be significant.
6. Initial Budget – Upon completion of the steps defined above, employees will be able to prepare the initial budget for the center. A sample operating budget form is provided on page 14. The needs assessment and the amount of available space will determine the number of children to be served. From this information, employees can estimate the enrollment breakdown and staffing needs. The marketing survey should indicate salaries paid and fees charged in the area. Rent, utilities, and renovations are separate items and will be determined through negotiations with site management. These items will all be considered in determining the final budget and fees to be charged.
7. Application – Upon completion of the above steps, and all the forms included in this packet, the employees will submit their application, along with the required documentation, to the Committee for review. Applications will be accepted on a first-come, first-served continuous filing basis while funds exist.
8. Review/Approval – The submitted application will be carefully reviewed by the Committee and any questions or concerns will be discussed with corporate board members. The Committee will then make a final recommendation to the Department of Personnel Administration (DPA) management regarding approval of a grant for the proposal. The DPA will make the final determination to approve or deny granting of the funds.
9. Initial Grant – Upon approval of an application, the corporate board will be required to sign a grant agreement with the State of California. A Sample Agreement is attached in Appendix V for your reference. The corporate board will then receive an initial grant of \$10,155. The initial grant is expected to cover the costs of any expenditure made by the employee group during the completion of Phases I and II.

Childcare Startup Grant – Phase I Forms Checklist

Applicant Corporation Name: _____

Applicants are responsible for accurate, current, and complete information about their organization and the services proposed. Decisions regarding eligible applicants and proposals that are ultimately funded will be based on what applicants provide in their proposals. Therefore, submission of all required documentation must be completed in the manner outlined in this application packet. All pages and attachments must be numbered in sequential order. Please submit one signed original application package and one complete copy. Include this page with your application.

- ☐ Grant Application – Phase I Form
- ☐ Part I – Applicant Information (3 pages)
 - ☐ Attach Articles of Incorporation
- ☐ Part II – Marketing Information
 - ☐ Attach results of Needs Assessment and Marketing Survey
(Sample survey forms attached in Appendix I)
- ☐ Part III – Center Description
- ☐ Part IV - Initial Estimated Operating Budget
(Sample operating budget form attached on page 14)
- ☐ Part V - Grant Expenditure Plan
(Sample plan form attached on page 15)

I certify that I have reviewed the proposal and all required documents are attached.

Applicant Signature: _____ Date: _____



RETURN ONE SIGNED ORIGINAL AND ONE COPY OF THE COMPLETED FORMS WITH ATTACHMENTS TO:

Department Of Personnel Administration
Attention: Rosanne McHenry
 Work and Family Committee
 1115 S Street, North Building, Suite 400
 Sacramento, CA 95814
 (916) 327-0522

GRANT APPLICATION – PHASE I	
<i>Note: Please read the instructions in this packet before completing the application.</i>	
This is an application for a grant from the California State Dependent Care Fund to establish childcare services for State employees. The submission of this application does not obligate the Committee to recommend funding. If the application is approved, an agreement will be executed between the State of California and the applicant. When funding is authorized, the applicant will be expected to adhere to the requirements in the agreement.	
Part I – Applicant Information	
Full legal name of Applicant Corporation	
Mailing address – Street, City, Zip Code	
Board President – Name	Phone
Vice President – Name	Phone
Secretary/Treasurer – Name	Phone
*Corporate Registration Number (Assigned by the Secretary of State)	
CERTIFICATION: I hereby certify that (a) the information reported in this application is, to the best of my knowledge, complete and accurate; (b) the applicant corporation named in this application has authorized me, as its representative, to submit this application; (c) the applicant corporation is authorized to do business with the State of California; and (d) no current member of the State Labor/Management Work and Family Committee is a member of the corporation's Board of Directors.	
Signed (Board President or Authorized Representative)	Date

***attach a copy of your Articles of Incorporation to this sheet**

The corporation board must consist of at least 51% State employees and must include a representative of State employee labor and a representative of State departmental management. Please list below all members of the board of directors of the applicant corporation and complete all applicable columns.

[illegible]



PART I – APPLICANT INFORMATION (CONTINUED)

Please summarize the group's available resources, including expertise and financing. Describe all fund raising activity and the amount of money raised. The information provided will not affect the amount of grants awarded.

Corporation Resource (i.e., attorney, accountant, etc. willing to do work on a voluntary or pro bono basis)

Corporate Financing

1. Has your center received any donations (i.e., charitable contributions, equipment, etc?)
☐ Yes ☐ No

If yes, indicate the nature of the donation and the source.

2. Have you applied for or secured any loans?

☐ Yes ☐ No

If yes, indicate how much and from what source? Also, indicate if funds have been received. If so, when and what is the balance due?

3. Has your center applied for any previous grants? (e.g., United Way, Department of Education)

☐ Yes ☐ No

If yes, indicate the name of the organization, and the amount received.

4. Describe any other financial or in-kind resources (e.g., reduced rent, gifts)

State Agency Partner or Sponsor

Applicants must establish a partnership agreement with one or more State of California agencies in its geographic area. Refer to Appendix III: 'Guidelines for State Agency Sponsors' for more information on this. For example, the agency could provide the following:

- Fiscal audit or program review (required for eligibility on Phase II and III portions of grant). Sponsoring agency should provide for this to be done.
- State employee candidates for facility Board of Directors
- Marketing services
- Goods or services, in-kind donations
- Facility upgrades (i.e. – remodeling services, landscaping, building supply materials)
- Other

Describe the partnership agreement you have established with one or more State of California agencies in your area (attach additional sheet as needed):



PART II – MARKETING INFORMATION

(Attach additional pages as needed)

1. What State employee population (departments and numbers of employees) do you expect your center to serve?

2. What State departments are located within a three-mile radius of the anticipated center site?

3. In order to qualify for funding through the Work and Family Committee Dependent Care Grant Program, **a needs assessment for childcare must be conducted** of all State departments within the area of the proposed center's location. Please summarize the result of this assessment below and **attach a copy of the detailed results** (sample needs assessment form attached; guidelines for conducting a needs assessment are in Appendix I).

4. In addition to a needs assessment, **a marketing survey must be conducted** to assess childcare services available in the area for state employees. Describe below the specific steps taken to conduct such a marketing survey. Explain how this information supports the need for the proposed center. **Attach a copy of the results.** At a minimum, indicate the number of centers in the area, their fees, capacity, and vacancy rate (sample marketing survey forms attached; guidelines for conducting a marketing survey are in Appendix I).

PART III – CENTER DESCRIPTION

1. Describe the location of the proposed center (attach a copy of a street map indicating location). Indicate the facility in which it will be housed and the considerations for selection of this specific site. Attach written confirmation of the agency approval to house a childcare center of the type proposed.

2. Describe the alterations that must take place at the proposed site in order for it to be licensed as a childcare center. Indicate the total cost of all alterations and include at least two cost estimates for their completion. Attach any drawings, descriptions, etc., that are available.

PART IV – INITIAL ESTIMATED OPERATING BUDGET AND EXPENDITURE PLAN

You must submit an initial estimated operating budget as a part of your application. You may use the sample form on the next page or any format that accurately reflects your income and expenses, as long as it meets generally accepted accounting principles.

Few facilities start at full capacity. Typically, a new child care facility experiences a temporary period of low occupancy as it gains enrollments during the first 6-12 months of operation. Therefore, estimate your operating budget at two levels: half and full capacity.

BUDGETING GUIDELINES AND SAMPLE OPERATING BUDGET

There are many acceptable budget formats and programs available. You may choose any one that meets generally accepted accounting principles, but you are strongly urged to seek professional assistance in making this decision. The following sample is provided for your information. It contains most of the income and expense elements that are involved in operating a day care center.

SAMPLE OPERATING BUDGET		
MONTHLY INCOME	½ CAPACITY	FULL CAPACITY
✧ Fees based on number of dependents		
✧ Other sources of income itemized (e.g. grants, fund raisers)		
Total Estimated Income		
OPERATING EXPENSES	½ CAPACITY	FULL CAPACITY
<i>Care and Services</i>		
✧ Food Costs		
✧ Housekeeping/Cleaning		
✧ Program Supplies (Curriculum Materials)		
✧ Program Equipment		
✧ Publications		
✧ Transportation (if provided)		
<i>General Administration</i>		
✧ Staff Administrative Costs:		
• Salaries		
• Employee Benefits		
• Employee Taxes		
• Workers' Compensation Insurance		
• Staff Training and Development		
• Accounting and Legal Services		
✧ Program Administrative Costs:		
• Office Equipment		
• Office Supplies		
• Telephone		
• Advertising		
• Business Licenses and Professional Memberships		
• Public Liability Insurance		
• Fundraising Costs		
• Annual Audit		
<i>Physical Plant</i>		
✧ Rent		
✧ Utilities		
✧ Refuse Collection		
✧ Maintenance Service		
Total Estimated Operating Costs		
ESTIMATED PROFIT (OR LOSS) – Income Minus Costs		

PART V – GRANT EXPENDITURE PLAN

In this section, provide your itemized plans for the expenditure of Phase I grant funds. The table below was created for information and guidance, and is based on the estimated start-up costs of a child care facility for 30 children. You may use this form or you may create your own if your expense items differ from those shown. Your total grant request may not exceed \$50,000. Your plans for expenditure of Phases II and III funds will be required in the Phase II application.

GRANT EXPENDITURE PLAN: PHASE I		
Expense	Allocated Amount	Planned Expenditure
1. Articles of Incorporation		
• Reserve Name		
• File Articles		
• Preparation, Postage, etc.		
• Other (specify)		
Total	\$30.00	
2. Tax Exempt Filing Fee		
• Application Fee		
• Other (specify)		
Total	25.00	
3. Director's Salary (first 2 mos.)		
• Salary Per Month		
• Benefits and Taxes		
• Other (specify)		
Total	7000.00	
4. Consultant Fees		
• Child Care Expert/Advisor		
• Market Research		
• Attorney		
• Accountant/Bookkeeper		
• Other (specify)		
Total	1500.00	
5. Board of Director's Insurance		
Total	1200.00	
6. Advertising/Marketing		
• Advertisements		
• Flyers		
• Notices		
• Other (specify)		
Total	400.00	
7. Other (specify)	--	
PHASE I TOTAL	\$10,155.00	

GRANT EXPENDITURE PLAN: PHASE II

Shaded column may be left blank at this time, but must be provided in the Phase II application.

Expense	Allocation	Planned Expenditure
1. Telephone Installation		
• Installation & Deposit		
• Internet Service Provider		
• Other (specify)		
Total	\$300.00	
2. Accounting System		
• Software		
• Checks/Receipts, etc.		
• Other (specify)		
Total	2500.00	
3. Playground Equipment		
• Play Structures		
• Tricycles/Wagons		
• Other (specify)		
Total	6500.00	
4. Supplies		
• Paper Products		
• Cleaning Supplies		
• Brooms/Mops		
• Diapers		
• Other (specify)		
Total	900.00	
5. Equipment		
• Cots/Mats		
• Tables and Chairs		
• Games/Toys		
• Other (specify)		
Total	7500.00	
6. Curriculum		
• Books		
• CDs/Tapes		
• Art/Craft Materials		
• Other (specify)		
Total	7500.00	
7. Insurance		
• Liability		
• Workers' Compensation		
• Other (specify)		
Total	4000.00	
8. Memberships/Subscriptions		
• NAEYC		
• Other (specify)		
Total	350.00	
9. Other (specify)	--	
PHASE II TOTAL	\$22,950.00	

GRANT EXPENDITURE PLAN: PHASE III		
Shaded column may be left blank at this time, but must be provided in the Phase II application.		
Expense	Allocation	Planned Expenditure
1. Food, Initial Month		
• Basic Staples		
• Other (specify)		
Total	\$2400.00	
2. Director's Salary/Benefits (2 months)		
• Salary		
• Benefits and Taxes		
• Other (specify)		
Total	7000.00	
3. Teacher's Salary/Benefits (2 months)		
• Salary		
• Benefits and Taxes		
• Other (specify)		
Total	5000.00	
4. Petty Cash Fund (2 months)		
Total	400.00	
5. Other (specify)	--	
PHASE III TOTAL	\$14,800.00	
GRAND TOTAL	\$47,905.00	

Phase II Overview

Phase II will generally begin three to four months prior to the opening date for the center. Upon receipt of approval of the application and the initial grant, the employee corporation will initiate actions necessary to complete the second phase of the funding process. The steps in this phase are defined below:

1. Renovations – The board will arrange for any major renovations required.
2. Director- Approximately two months prior to the anticipated opening date, the corporation will need to hire the center director. This will provide the director an opportunity to participate in planning the center layout, designing the proposed program and assisting the board in completing other actions necessary for starting the center. As the director must be fingerprinted, and the fingerprints cleared by the Department of Justice prior to opening the center, hiring the director early provides time for this process to be completed.
3. License – The board will need to submit its application for a license at this time. A copy of the application must be submitted to the Committee at the end of Phase II.
4. Center Layout – With the assistance of the director, the Board will next design the center layout. It will also seek assistance and advice from the nearest Childcare Resource and Referral Agency. There are resource and referral agencies in most counties that can provide information related to day care services. There are also numerous other resources available in the community and through the Internet. The more advice obtained in this process, the better the center will be designed. See the listing of Resource and Referral Agencies in Appendix IV, and visit the Work and Family Resource and Referral web site at: <http://www.dpa.ca.gov/workingfamilies/home.shtm>
5. Staffing – With the Director's assistance, the Board will develop a final staffing plan for the proposed center. Again, seeking additional advice from local experts may prove beneficial. The staffing plan should include:
 - ✧ Classifications needed, i.e., teacher, therapist, aids, maintenance service, accountant.
 - ✧ Appropriate salaries for each, commensurate with those paid for similar positions in the area.
 - ✧ Benefits to be provided (i.e., insurance, vacation, sick leave)
 - ✧ Taxes to be paid, including unemployment insurance, social security, disability insurance, personal income tax, etc.

6. Marketing Plan – Once the basic design for operating the center has been established, the corporation should begin developing a marketing plan. Although much can be accomplished through word-of-mouth and employee bulletin boards, centers planning to be open to the community will need to develop flyers and other documents to make community members aware of the facility. The grant includes \$400 for flyers and other publicity documents.
7. Enrollment Plan – An enrollment plan must be submitted which reflects anticipated total enrollment, initial enrollment, a breakdown of age groups served for childcare services, and numbers of community children expected to be enrolled.
8. Fee Schedule – The employee corporation must submit a copy of its anticipated fee schedule. Employee corporations are encouraged to include plans for increasing the availability of care to dependents of State employees with low family incomes. This may take the form of sliding fee schedules, scholarship plans, etc. Where a center will be open to the community, the fee schedule should also reflect a) reduced rates for State employees (below those charged community members), b) any reduced rental or utility rates, and c) any rate reductions provided by the State employer.
9. Plan of Operation – Employee corporations will be required to submit 6-month and 18-month plans of operation. Childcare facilities seldom operate at full capacity until they have been in operation for 6 to 12 months, sometimes longer. Therefore, these plans of operation should reflect these anticipated differences in levels of service to be provided. These plans of operation must include, at a minimum, the final budget, staffing plan, enrollment plan and fee schedule.
10. Accounting System and Independent Audit – The employee corporation will be required to submit documentation demonstrating that they have adopted a standardized accounting system. Such system must be written in a formal, board-approved document, and must include fiscal controls to prevent fraud or other inappropriate use of funds. The system must have a method of accounting for all funds received and spent; and provisions for auditing of financial operations.

The employee corporation must submit an independent audit of the center operations to the Work and Family Program at the end of Phase II to ensure that grant monies have been spent in accordance with the legal agreement; that at least 50% of the children enrolled in the center are dependents of State employees; that funds are properly

established; and that fiscal controls are being observed. This audit will generally be performed by the sponsoring State agency.

11. Second Phase Documentation – Upon completion of the above steps, the employee corporation will be ready to submit the necessary documentation to receive the second portion of the grant. This documentation includes:
 - ✧ Copy of licensing application
 - ✧ Illustration of center layout
 - ✧ Marketing plan
 - ✧ Plan of Operation, 6 and 18 months, including –
 1. Final Budget
 2. Staffing Plan
 3. Enrollment Plan
 4. Fee Schedule
 - ✧ Accounting system. An independent fiscal audit must be completed prior to submission of the Phase III application packet.
12. Documentation Review – The Committee will review the documentation submitted to ensure that the center appears to be a viable operation. It will clear any concerns with the corporate board and, if satisfied, will recommend to DPA management that the second phase of the grant (\$22,950) be awarded. The Phase II grant is intended to cover costs encountered prior to the opening date.

Phase III Overview

The third phase will begin approximately one month prior to the scheduled opening date. The steps to occur in this phase include:

1. Supplies/Equipment – Supplies and equipment necessary to open the center should be purchased at this time. Receipts should be identified and retained for submission to the Committee.
2. Liability Insurance – Insurance must be obtained before the center opens and proof of insurance coverage (cancelled check and copy of Summary Sheet on amount of coverage) must be submitted at the completion of Phase III.
3. Workers' Compensation – The employee corporation must establish appropriate trust accounts for Workers' Compensation Insurance (one year prepaid insurance is included in the grant) to cover the staff. Evidence of establishment of these accounts must be submitted at the end of Phase III.

4. License – A copy of the license issued by DSS must be submitted for Phase III funding.
5. Independent Fiscal Audit must be completed prior to submission of the Phase III application packet.
6. Third Phase Documentation – Upon successful completion of the five prior steps, the corporation will submit documentation necessary to receive final funding. This will occur at approximately the date the center opens. Committee members or DPA staff may visit the facility for inspection.
7. Documentation Review – Upon successful completion of the review/approval process by the Committee and DPA, the corporation will receive a final grant of *\$14,800.
8. Subsequent Reviews – Subsequent to receiving the final grant, the employee corporation will be expected to operate the center on a self-sustaining basis. The corporation will be required to be audited at the end of 12 to 18 months of operation to ensure that grant monies have been spent in accordance with the legal agreement, that at least 50% of the children enrolled in the center are dependents of State employees, that trust funds are properly established, and that fiscal controls are being observed. The corporation board may contact its Departmental Work and Family Coordinator or the Committee staff to discuss questions or concerns.

*Grant awards for Phases I-III may vary slightly depending on need; however, the maximum grant award cannot exceed \$50,000 for all three Phases

APPENDICES

APPENDIX I. GUIDELINES FOR NEEDS ASSESSMENT AND MARKETING SURVEYS WITH SAMPLE SURVEYS ATTACHED

APPENDIX II. HELPFUL HINTS

APPENDIX III. REFERENCES FOR LICENSING AND TAX EXEMPTION / GUIDELINES FOR STATE AGENCY SPONSORS

APPENDIX IV. RESOURCES AND REFERRAL AGENCY LISTING

APPENDIX V. SAMPLE AGREEMENT FORM WITH ATTACHMENTS (FOR REFERENCE ONLY)

APPENDIX I:

GUIDELINES FOR NEEDS ASSESSMENT AND MARKETING SURVEYS

You will need to examine two areas to help you determine the need for a childcare center at your worksite: one is the general need, within your targeted user group, for childcare services; and the other is the general need for childcare services in your local community. The need for childcare services within your targeted user group is generally measured through a review of the workforce profile, and the results of a **needs assessment survey** distributed to your co-workers. The general need for childcare services in your community is determined through the market survey, discussed in the next section.

Needs Assessment Survey

Since you are considering the development of a childcare center on or near the worksite, your primary user group will probably be employees within your organization at that location, or employees in other departments who are in close proximity to your worksite. In order to determine whether or not there is substantial need to support a childcare center, you should initiate a statistical study of your work force population. You will need the following information:

- Profiles of your target user group by age and sex composition
- Workforce separation data
- Future hiring trends

Your personnel office, and the personnel offices of the other departments in the vicinity of your worksite, should be able to assist you in obtaining information related to the composition of the workforce.

You need to determine whether there is enough interest to warrant a childcare center dedicated solely to your organization, or whether, in order to sustain the center, you will need to involve other State agencies or the local community. If you find that your organization alone does not appear to have enough potential users, contact other agencies in your vicinity. Such contacts will generally be made through your departmental Childcare Coordinator (or Employee Assistance Program Coordinator), who may assist you in contacting the right persons to obtain cooperation in your efforts. If employees from these other organizations express interest in your childcare project, include them in your needs assessment process.

Once you have identified your user group, it is time to send out a questionnaire regarding that client group's childcare needs. There are many ways to do this, but you should ask questions directly related to your proposed venture. The survey questions should solicit data on the age of the employees, the age and gender of their children and other questions related to their current childcare

needs and interest in alternate workplace childcare. You may wish to ask the management member(s) of your group or your Childcare Coordinator for assistance in this phase of the process. They may be very helpful in getting the Needs Assessment forms duplicated and distributed to all employees in the target user group. Your survey may be more successful if it is accompanied by a cover letter from a senior level departmental official (Director, office manager, region chief, etc.) expressing interest in, and support for, the survey. The letter should also indicate that it is only a survey and, if it indicates a center is warranted, it will be many months of hard work before the center could become a reality.

Evaluating Needs Assessment Survey Results

Analyzing the results of the survey will require careful thought. Each group of employees will need to review the results of their survey and carefully determine what the outcome actually means in terms of how it relates to their Market Survey. The information provided here is intended to suggest some ways to view the information, based on the general outcome of Needs Assessments conducted in other organizations.

1. Current Care: An employee's current care arrangements can tell you a lot about whether that employee would truly use a center if one were established. From your market survey, you will know the general fees for childcare centers in the area. You must assume that your rates will fall in the same price range. If an employee has childcare arrangements that cost half of what you will be charging, it is highly unlikely that the employee will bring his/her child to the center, even if they express interest in it. If that person is terribly dissatisfied with his/her current arrangements, then he/she may consider paying the higher price, but not always. You must use caution in evaluating current care arrangements to determine potential center usage.
2. Hours Care Is Used: The hours a parent has his/her dependent in a paid care arrangement will indicate the times they would be most likely to use your center. This information can be helpful to you in two ways. First, it will indicate what hours your center would have to be open for it to be accessible to this employee. This information can assist you in determining your hours of operation. Second, it can help you determine whether this employee would be able to use a work-site center with regular operating hours, or if this employee would be better assisted by being referred to the nearest Resource and Referral Agency (RRA) office, or the DPA Resource and Referral Service web site at <http://www.dpa.ca.gov/workingfamilies> . This information lets you know whether this employee can be counted among your prospective clients.

3. Ages of Dependents: The ages of the employee's dependents will help you determine two things. First, if your center were to open in one year, you can determine what type of care the employee would need. Second, you can determine if this employee will still need care by the time the center opens. The ages of the children will help you determine how many employees will be viable clients for your center in the near future.
4. Dissatisfaction with Current Care: if an employee is dissatisfied with his/her current care arrangement, you will need to carefully evaluate the reasons. Are these factors that would be true of your center? If so, this employee is not a likely candidate to bring his/her dependent to your center. Evaluation of these factors can also help you in planning your program so it is satisfactory to most employees. This same information can be determined, in part, from the employee's choices of what factors are most important to them (cost, convenience, etc.)
5. Cost of Care: The employee's responses with regard to cost of current care, as well as what they are willing to pay, can give you a general idea of their expectations with regard to this issue. It can help you determine whether the employee would be able to, or willing to, pay the fees you will need to charge to keep your center self-sustaining and successful.

Please be cautious with your estimates. YOU CAN GENERALLY PLAN ON ONLY ABOUT HALF OF THOSE WHO APPEAR TO BE POTENTIAL CUSTOMERS ACTUALLY USING THE CENTER. This is a very important fact to remember, and it will save you from making a major mistake in planning your center. Although some people are interested now, and appear to be likely customers, people's childcare needs change on a regular basis, as do their care arrangements. By the time the center is developed, many of these people will have found other care arrangements and the idea of a center near or at their workplace will no longer appeal to them. In general, the results of your Needs Assessment can provide some good general assistance in planning for a center, but will not be able to supply hard, reliable data on the actual number of employees who will use its services.

MARKETING SURVEY GUIDELINES

Surveying the existing childcare programs in the area surrounding your workplace is critical to the success of your plans. The Work and Family Resource and Referral Service <http://www.dpa.ca.gov/workingfamilies/home.shtm> or your local RRA can pinpoint the location, size (licensed capacity for children), and services provided by the nearby childcare centers and family day care homes. (A list of RRAs is included in your application packet.) The childcare programs in your area are not only a great resource to you in your planning, but are part of the competition. You will learn from the RRA, or from the childcare providers directly, the going rate of tuition, ages served, curriculum offered, meal policies, employee salaries, normal staffing patterns, and many other types of helpful data. You will also learn, directly or indirectly, of their vacancy rates and why some centers have vacancies and some do not. You will learn specific concerns of the area as well (e.g., poor quality, limited activities, etc.).

All this information, together with the need and interests expressed by your employee group(s), can be put together in a final report (sometimes called a feasibility study). This report will state the summary of the needs of the employees, what is presently available (the market), where the gaps in services are, and finally, why your plan is the logical conclusion. This will help you greatly in avoiding duplication of services.

Many times employee groups have found that existing childcare programs can adjust their programs to meet your needs. They can stay open longer hours, or add sick care, drop-in care or weekend care if enough support is offered. You may even find that an existing center is willing to let your non-profit group take over their business.

In order to qualify for a grant from the State Dependent Care Fund, you will be required to complete a **market survey** as well as a **needs assessment**. Your assessment will indicate what the employees feel they would prefer in childcare and your market survey will tell you what is available. The needs for center care must significantly exceed the supply if your center is to be successful. Market surveys are much more reliable than needs assessments because they are based on hard facts instead of someone's idea of what they might "like". In your application you will be required to indicate how your needs assessment and market survey support your proposal for childcare. If a number of vacancies exist in centers around the area, finding sufficient justification to support opening an additional center will be very difficult. You will want to be sure to obtain all the information on the market survey forms for all the local centers. If you are sure you need another center before you attempt to open one, you will not be as likely to face the struggle later of trying to keep an under-enrolled center operating.

Sample Survey Forms

I. Sample Child Care Needs Assessment Form

(Adapted from the General Services Administration, Public Buildings Service,
Child Care Operations Center of Expertise)

The form shown below is intended as a sample only. Your corporation may decide to use a different form. Modification of this questionnaire form to meet local requirements and circumstances is encouraged. The questionnaire should not be so brief that information necessary for the program planning is not collected from the potential users, nor should it be so detailed as to confuse and intimidate employees. Where circumstances dictate changes, working with local agency managers, employees and union representatives to make those modifications will help avoid potential misunderstanding.

Needs Assessment for Childcare Facility

Please take a few moments to respond to these questions. The answers you provide are essential for planning a possible child care center. This survey will also help determine the capacity of the center as well as the type of care needed now and in the future. This information will be used for planning purposes only. Your participation in the survey does not obligate you in any way.

Please return this survey by _____ to _____
(Date) (Surveyor)

Your Department: _____

1. Do you have children who require child care while you work?

_____ Yes _____ No

How many children do you have, and what are their ages? (For each age range, indicate the number of children in your family.)

_____ Infant	_____ 4 year old
_____ 1 year old	_____ 5 year old
_____ 2 year old	_____ 6-12
_____ 3 year old	

2. Do you plan to have children or adopt children within the next 2-3 years?

_____ Yes _____ No

What type(s) of on-site child care services do you think you might need in the next 3 years? (Check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Infant care | <input type="checkbox"/> Full time |
| <input type="checkbox"/> Toddler care | <input type="checkbox"/> Part time |
| <input type="checkbox"/> Preschool care | <input type="checkbox"/> Summer or Holiday |
| <input type="checkbox"/> On-site Kindergarten | <input type="checkbox"/> Drop-in/back up |
| <input type="checkbox"/> After-School care | |
| <input type="checkbox"/> Program (for ages 6-12) | |
| <input type="checkbox"/> Other (include special needs) | |

3. What type of child care arrangement do you currently have?

- | | |
|--|---|
| <input type="checkbox"/> In-home sitter | <input type="checkbox"/> Child care in someone's home |
| <input type="checkbox"/> Child Care Center | <input type="checkbox"/> Stay with relative |
| <input type="checkbox"/> Other (explain) _____ | |

4. Do you anticipate changing your child care arrangements in the next 6 months?

☐ yes ☐ no

If you answered yes to question 4, please indicate your reason(s) for the decision:

- | | |
|--|---|
| <input type="checkbox"/> Inconvenient location | <input type="checkbox"/> Not dependable |
| <input type="checkbox"/> Too costly | <input type="checkbox"/> No interaction with other children |
| <input type="checkbox"/> Limited Educational value | <input type="checkbox"/> Safety/Sanitation |
| <input type="checkbox"/> Inconvenient hours | <input type="checkbox"/> Limited individual attention |
| <input type="checkbox"/> other (specify) _____ | |

5. If a child care center for children of State employees were established, would you consider enrolling your child if it were:

On site?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Nearby?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

6. What are you presently paying per child for child care?

- | | |
|--|---|
| <input type="checkbox"/> Less than \$70 per week | <input type="checkbox"/> \$70 - \$80 per week |
| <input type="checkbox"/> \$80 - \$90 per week | <input type="checkbox"/> \$90 - \$100 per week |
| <input type="checkbox"/> \$100 - \$120 per week | <input type="checkbox"/> \$120 - \$140 per week |
| <input type="checkbox"/> \$140 - \$160 per week | <input type="checkbox"/> \$160 - \$180 per week |
| <input type="checkbox"/> \$ more than \$180 per week | |

7. What tuition are would you be willing to pay for on-site child care for your child?

- | | |
|---|---|
| <input type="checkbox"/> \$80 - \$90 per week | <input type="checkbox"/> \$90 - \$100 per week |
| <input type="checkbox"/> \$100 - \$120 per week | <input type="checkbox"/> \$120 - \$140 per week |
| <input type="checkbox"/> \$140 - \$160 per week | <input type="checkbox"/> \$160 - \$180 per week |
| <input type="checkbox"/> \$more than \$180 per week | |

II. Some Questions about You.....

1. How do you get to and from work?

- | | |
|--|--|
| <input type="checkbox"/> Public Transportation | <input type="checkbox"/> Member of car pool |
| <input type="checkbox"/> Drive own car | <input type="checkbox"/> Other (walk, ride bike) |

2. In the past 6 months, how many whole working days have you missed due to some child care related problem?

- ☐ Not any ☐ One time ☐ Two times ☐ Three+

3. In the past 6 months, how may times have you missed from 15 minutes to one half day of work due to a child care-related problem?

- ☐ Not any ☐ One time ☐ Two times ☐ Three+

4. What are your normal working hours?

Time of your arrival:

- | | | |
|---|---|---|
| <input type="checkbox"/> 6:00-6:30 a.m. | <input type="checkbox"/> 6:30-7:00 a.m. | <input type="checkbox"/> 7:00-7:30 a.m. |
| <input type="checkbox"/> 7:30-8:00 a.m. | <input type="checkbox"/> 8:00-8:30 a.m. | <input type="checkbox"/> 8:30-9:00 a.m. |
| <input type="checkbox"/> Other | | |

Time of your departure:

_____ 2:30-3:00 p.m. _____ 3:00-3:30 p.m. _____ 3:30-4:00 p.m.
_____ 4:00-4:30 p.m. _____ 4:30-5:00 p.m. _____ 5:00-5:30 p.m.
_____ 5:30-6:00 p.m. _____ 6:00-6:30 p.m. _____ Other

5. How often do you work overtime? (Circle your answer)

Constantly Frequently Seasonally Seldom Never

6. How often do you travel on business? (Circle your answer)

Constantly Frequently Seasonally Seldom Never

Typical travel schedule is _____ days per month.

7) I would be willing to work on setting up and supporting a child care center if one is established:

_____ Yes _____ No

If you answered yes, please supply the following information:

Name _____ Department _____

Phone number at work: _____ email _____

YOUR COMMENTS PLEASE

THANK YOU!

Sample Market Survey Forms

II a. Sample Market Survey for Summary of Local Services

This is a sample form that can be used to gather general data from the local Resource and Referral Agency for all child care centers in the area.

1. Total licensed spaces in the area:
 - A. Infants/Toddlers (0 - 2 years) _____
 - B. Preschool (3 - 5 years) _____
2. Total vacancies in the area:
 - A. Infants/Toddlers (0 - 2 years) _____
 - B. Preschool (3 - 5 years) _____
3. Total waiting lists in the area:
 - A. Infants/Toddlers (0 - 2 years) _____
 - B. Preschool (3 - 5 years) _____
4. Average fees in the area:
 - A. Regular:

Schedule	Infant	Toddler	Preschool	Other
Full Time				
Part Time				
Hourly				
Other				

- B. Special Services (Specify types of service and cost):

Service	Cost

Summary of Local Services
Page 2

5. Staffing:

A. Salaries (Average cost – specify per hour or per week):

Position Title	Salary
Director	
Assistant Director	
Head Teacher	
Teacher(s)	
Aides (s)	
Administrative Assistant	
Custodian	
Other (specify)	

6. Special factors to consider:

II b. Sample Market Survey for Individual Center Statistics

The following market survey is a sample only. It can be used to assess each child care facility located within the worksite or a 3-5 block radius of the worksite. Worksites located in rural areas should extend their areas of consideration to commuting routes.

Note: This survey should be conducted by the appointed child care representative and not be performed by all employees.

1. Name of Child Care Center: _____

Address and proximity to worksite: _____

Child Care Center is managed by:

- _____ Local Independent for-profit Provider
- _____ Local non-profit Provider
- _____ National affiliated not-for-profit Provider
- _____ Community-Sponsored
- _____ State/Local government

2. What age range does the center accommodate and how many children are currently enrolled in each category:

	Age	No. enrolled	Waiting List	Length of wait
Infant	_____	_____	_____	_____
Toddler	_____	_____	_____	_____
Two's	_____	_____	_____	_____
Pre-K	_____	_____	_____	_____
School age	_____	_____	_____	_____

3. What are the center hours: _____
4. Does the center charge an additional fee for "extra" hours or late pick up?

5. In which geographic location do the majority of your patrons work?
6. What are the WEEKLY child care rates:
- | | Age | Full time | part time |
|------------|-------|-----------|-----------|
| Infant | _____ | _____ | _____ |
| Toddler | _____ | _____ | _____ |
| Two's | _____ | _____ | _____ |
| Pre-K | _____ | _____ | _____ |
| School age | _____ | _____ | _____ |
- Is there a multi-child discount? _____
7. Are meals included? _____
8. Are there plans to become accredited? _____
9. What is the teacher/ child ratio? _____
10. What is the level of parental involvement at the center? _____

11. What supplies are parents expected to bring? _____

12. Are there any plans in the immediate future to expand the facility?

Yes_____ No_____

If yes, please explain: _____

13. Are you aware of any child care centers opening or planning to expand?

Yes_____ No_____

If Yes, please explain: _____

14. Other comments: _____

Appendix II: **HELPFUL HINTS**

The following list includes information to help you save money in establishing your center, obtain better supplies/equipment for less, improve the quality of center programs and staff, and run the center more effectively as a whole.

1. Articles of Incorporation

The articles of incorporation must meet the requirements of the California Corporations Code, administered by the California Secretary of State (SOS), and the California Revenue and Taxation Code, administered by the Franchise Tax Board (FTB). The California Franchise Tax Board has some samples of Articles of Incorporation in its *California 3500 Form, Exempt Application*, for use by all non-profit organizations seeking tax-exempt status <http://www.ftb.ca.gov/businesses/topforms.html>. Additionally, IRS publication 557 helps organizations obtain a tax exempt status ruling <http://www.irs.gov/formspubs/lists/0,,id=97796,00.html>. The Phase I grant allows limited funding for hiring an attorney for any legal questions that arise as you pursue incorporation.

2. Incorporation Fee and Tax Exempt Application Fee

The SOS charges a \$30 application fee to file your incorporation papers in California. This fee must be submitted with your Articles of Incorporation to the SOS. A non-refundable \$25 application fee is required when applying for tax exemption status. This fee must be submitted to the California Franchise Tax Board with your application for exempt status (Form 3500) mentioned above. See Appendix III for the contact information for the SOS and FTB Program Areas responsible for administering these filing requirements.

3. Bookkeeping System

Having a solid, easy-to-understand bookkeeping system and proper fiscal controls are vital to an efficiently run center. Some childcare centers seem to operate on a shoestring with only a few turning a profit. As a result, any unforeseen expenses can have serious consequences. Therefore, the "business" aspects of the childcare business must be carefully established and controlled. While there are several excellent software packages that can be used for day-to-day accounting, it is strongly recommended that a professional bookkeeping service or accountant be hired to assist with the annual financial reports and necessary tax information returns. The nearest child care resource and referral agency may be able to suggest individuals or companies who

specialize in bookkeeping systems for this purpose, as may other non-profit groups in the area.

4. Resource and Referral Agencies

Resource and Referral Agencies (RRAs) are staffed with people who have experience in the childcare field and are up to date on many of the latest trends and ideas. They are there to help people who need childcare and those who wish to provide it. Corporations should locate the nearest RRA to get advice and assistance in setting up their center. They can provide the names of good consultants and can indicate which one would best meet a given need. They can assist in answering questions about licensing requirements, suppliers of equipment, and numerous other things you need to know. A list of these agencies is attached in Appendix IV.

5. Local Child Care Providers

You can get a lot of good information by visiting centers in your area. By touring other centers you can get good ideas as well as ideas for what you don't want to do. You can examine different layouts, and ask questions about why things are arranged the way they are, to determine what would work best for you in the space you have located. Centers usually have different programs and can tell you the good (and bad) aspects of each. Employees interested in using your center can often provide information as to which local centers are satisfactory and which are unsatisfactory - and why. You may want to check the facts for yourself with the centers and/or with the local RRA. You can see what looks good and what looks bad, and why. You will have to use caution and judgment when looking into local centers since you will eventually become their competition and they may not wish to share information with you.

6. Community Resources

Often the nearest RRA can inform you of childcare organizations in your area. Attending meetings of community childcare professionals can provide even more information that can benefit you in setting up your center. Local colleges and universities often have child care centers as well as teaching staff that can prove to be useful resources. There are several professional associations, as well, including the California Association for Family Childcare. See Appendix IV for the website addresses for these organizations.

7. United Way Training Programs

The United Way provides training for corporate board members at low cost, to assist non-profit corporations in operating efficiently. In addition, there are other groups that offer training to non-profit organizations for a modest fee (e.g. Board Source). At least one board member should attend such training, as it will help all members understand their role better and perform it more effectively. Boards of directors of existing centers at State facilities perform very differently - some operate smoothly and some do not. As the people who run these operations, their performance has a direct effect on how the center functions. A Board of directors that operates properly can often make the difference between a successful center and an unsuccessful one. Employee corporations are strongly encouraged to obtain training to assist them in operating to their full potential. Corporate members should also check into other types of training offered through United Way that may help them in managing their center.

8. Center Director

Corporations should use extreme care in selecting their center director. The director is the most important person they will hire. Directors who are very experienced and have good business sense can save the board a tremendous amount of time, energy, and frustration. A good center director should be able to set up and run the center without close supervision or direction, work well with staff so turnover is kept to a minimum, ensure that the program is varied and stimulating, and implement sound fiscal policies and procedures. Paying a little higher salary is worth it if it means keeping a good director. If faced with a choice between a director who is skilled in administration and business practices vs. one who is extremely dedicated to high quality programs, the board should select a director skilled in administration and employ a person with program expertise as a head teacher.

Appendix III

References for Licensing, Incorporation and Tax Exemption

Type of Assistance	Agency	Address	Telephone	Email
Licensing	Department of Social Services – Community Care Licensing Division	Check your telephone directory for the location of the District Offices nearest to you.	Check your telephone directory for the location nearest to you.	www.dss.ca.gov www.cclcd.ca.gov
Incorporation	Secretary of State	Legal Review Secretary of State 1500 11 th Street Sacramento CA 95814-2974	(916) 657-5448	www.ss.ca.gov
Tax Status (Federal)	Internal Revenue Service	Check your telephone directory for the location of the District Office nearest to you.	1-877-829-4059	www.irs.ustreas.gov
Tax Status (State)	Franchise Tax Board	Exempt Organizations Franchise Tax Board PO BOX 942857 Sacramento CA 94257-4041	Exempt Filers: (916) 845-4147 General Toll Free Phone Service: 1-800-8525711	www.ftb.ca.gov

Note: The California Franchise Tax Board has some samples of Articles of Incorporation in its *California 3500 Form, Exempt Application*, for use by all non-profit organizations seeking tax-exempt status <http://www.ftb.ca.gov/businesses/topforms.html>.
Also, IRS publication 557 helps organizations obtain a tax exempt status ruling: <http://www.irs.gov/formspubs/lists/0,,id=97796,00.html>

Appendix III

Work and Family Labor Management Committee Guidelines for State Agency Sponsors of Dependent Care Facilities

The Work and Family Labor Management Committee (WFLMC) provides grant funding to dependent care centers that provide day care services to the dependents of state employees. These grants are provided for start-up funding for new centers and for expansion of existing centers. In either case, the WFLMC requires that any group seeking funding be a non-profit organization that (1) includes state employees as Board Members and (2) agrees to give priority consideration to enrolling the dependents of state employees. Further, we require that the non-profit organization seek the sponsorship of at least one state agency in the immediate geographical area where the dependent care facility is or will be located. The following guidelines have been developed to give a sponsoring agency general direction regarding the role that it is expected to play with regard to the formation or expansion of the dependent care facility.

1. **Board Membership** – While often the rank and file employees will initiate the drive for on-site or near-site dependent care services, they often lack the business and management skills that are essential for the effective administration of such a significant undertaking. While some guidance is provided by the WFLMC in the grant application materials, this is no substitute for hands on leadership and mentoring. Therefore, sponsoring agencies are requested to endorse the participation of at least one management employee to the Board of Directors. During the formative stages of the non-profit organization and the dependent care center, it is ideal if the management representative is someone from the department's administrative organization that is familiar with planning, marketing, record keeping, budgeting, procurement, and facility operations.
2. **Facility Support** – If the proposal is for an on-site facility, then the sponsoring agency will typically be the primary tenant of the building or property. As such, the agency is usually very involved in the actual design and development of the center. While direct financial support of the day care center is not permitted, in-kind services may be provided at the discretion of the department director. This may include providing whatever facility operations services that are available such as minor construction, plumbing, electrical, painting, grounds keeping and janitorial support.

3. **Fiscal Audit** – The WFLMC requires that every dependent care center that receives funding must be audited at least once, as a condition of the funding. For start-up grants, the audit must be performed between the second and third phase of the funding process. This is usually after the center is built, but before the center is opened for business. For expansion grants, the audit must be performed before any grant funding is awarded. The purpose of the audit is to ensure that the non-profit corporation follows generally accepted accounting standards and that there is an appropriate separation of duties between board members and staff. Also, in the case of start-up grants, the WFLMC seeks assurance that grant funds for Phases I and II have been appropriately expended in accordance with the terms of the agreement, before the final funds are appropriated. Since audits performed by private accounting firms can be expensive, we strongly encourage the sponsoring agency to take on this responsibility. If the day care facility is at a location where there are no staff members who can perform this audit, then someone from the department's accounting staff or internal audit unit at headquarters should be assigned this task. Additional information on the governmental accounting standards for conducting such an audit can be found in numerous publications that are available. The following are provided as suggested references only:

Financial and Accounting Guide for Not-For-Profit Organizations
by Malvern J. Gross, Richard F. Larking and John H. McCarthy.
Publisher: John Wiley and Sons Incorporated. April 2000. (\$170)

Unified Financial Reporting System for Not-for-Profit Organizations
by Russy D. Sumariwalla and Wilson C. Levis.
Publisher: John Wiley and Sons Incorporated. May 2000. (\$71)

4. **Fund Raising** – Most dependent care centers operate on a shoe-string, often struggling from month to month to meet expenses, especially in the first year of operation. This is one of the reasons why the grant program was developed. However, the grant will only cover a small portion of the money needed to keep the operation solvent. As a result, most day care operations will require the ongoing support of the employees, even those who do not directly benefit from the services offered. One way to achieve this is for the non-profit organization to undertake some form of fund-raising activities, such as bake sales, raffles, etc. The sponsoring agency is requested to be as supportive of these efforts, as possible, within the limitations of the operational needs of the agency, allowing signs to be posted throughout the agency and employee break times and lunches flexed to permit maximum participation in these events.

We appreciate that this may add additional responsibilities on your department's already stressed administrative resources. However, with these responsibilities come many positive benefits. Studies have shown that quality day care at the workplace improves employee morale, reduces absenteeism and generally promotes a more positive working environment. Your role as an agency that is willing to sponsor a dependent care center will assist you in recruiting and retaining employees and being viewed as a family friendly employer. The WFMLC appreciates your efforts and recognizes the commitment that you have shown to make convenient and affordable day care a reality for your employees. If you have any questions about these guidelines, or would like to provide any input regarding the grant program, please contact Rosanne McHenry at rosannemchenry@dpa.ca.gov or (916) 327-0522.

Appendix IV

CalWORKs Child Care Coordinator Contacts

Updated 1/15/03

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Alameda County Social Services Agency	Adham Loutfi Program Specialist Workforce & Human Services Department 1106 Madison Street, 4 th Floor Oakland, CA 94607	(510) 271-9148 (510) 271-9150 (fax)	ALoutfi@co.alameda.ca.us
Alpine County Department of Social Services	Joanna Morello E&T Social Worker 75-A Diamond Valley Road Markleeville, CA 96120	(530) 694-2151 or (530) 694-2235 (530) 694-2252 (fax)	jmorello@gbis.com
Amador County Department of Social Services	Steve Baber Child Care Coordinator 1003 Broadway Jackson, CA 95642	(209) 223-6663 (209) 223-6579 (fax)	sbaber@co.amador.ca.us
Butte County Department of Social Welfare	Betsy Kruger Child Care Coordinator PO Box 1649 Oroville, CA 95965	(530) 538-7574 (530) 538-6918 (fax)	bkruger@dsw.ncen.org
Calaveras County Department of Social Welfare	Mary Antus Child Care Coordinator 509 East St. Charles Street San Andreas, CA 95249	(209) 754-0465 (209) 754-6724 (fax)	mantus@co.calaveras.ca.us

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Colusa County Department of Health and Human Services	<p>Kay Sharpe Child Care Coordinator 251 East Webster Street Colusa, CA 95932</p> <p>Backup: Nancy Montgomery Human Services Supervisor</p>	<p>(530) 458-0283 (530) 458-0335 (fax)</p> <p>(530) 458-0265 (530) 458-0335 (fax)</p>	<p>ksharpe@colusadhhs.org</p> <p>nmontgomery@colusadhhs.org</p>
Contra Costa County Employment and Human Services Department	Christeen Hanson Child Care Coordinator 40 Douglas Drive Martinez, CA 94553-4068	<p>(925) 313-1714 (925) 313-1758 (fax)</p>	chanson@ehsd.co.contra-costa.ca.us
Del Norte County Department of Social Services	Sally Smart Program Manager 880 Northcrest Drive Crescent City, CA 95531	<p>(707) 464-3191 x299 (707) 465-1783 (fax)</p>	ssmart@dnco.org
El Dorado County Department of Social Services	Jim Reider Child Care Coordinator 3057 Briw Road Placerville, CA 95667	<p>(530) 642-7226 (530) 626-9060 (fax)</p>	jreider@co.el-dorado.ca.us
Fresno County Department of Employment and Temporary Assistance	Paula Contreras Child Care Coordinator PO Box 1912 Fresno, CA 93750-0001	<p>(559) 453-3777 (559) 453-3782 (fax)</p>	pcontreras@fresno.ca.gov
Glenn County Human Resources Agency	Robyn Krause Child Care Coordinator 420 E. Laurel Street PO Box 611 Willows, CA 95988	<p>(530) 934-6514 (530) 934-6521 (fax)</p>	rkrause@ncen.org

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Humboldt County Department of Social Services	Duane Joki Child Care Coordinator 929 Koster Street Eureka, CA 95501	(707) 268-3444 (707) 445-6110 (fax)	DJoki@isaws.cahwnet.gov
Imperial County Welfare Department	Lupe Garibay Child Care Coordinator 2995 South 4 th Street, Suite 105 El Centro, CA 92243	(760) 337-5084 (760) 337-5783 (fax)	lupegaribay@imperialcounty.net
Inyo County Health and Human Services	Sheri Snyder Child Care Coordinator 912 North Main Bishop, CA 93514	(760) 872-1394 (760) 872-4950 (fax)	ssnyder@isaws.cahwnet.gov
Kern County Department of Human Services	Tony P. Lopez Assistant Program Director Child Care Coordinator PO Box 511 Bakersfield, CA 93302	(661) 633-7028. (661) 631-6898 (fax)	lopezt@co.kern.ca.us
Kings County Human Services Agency	John Semas Deputy Director Kings Government Center 1200 South Drive Hanford, CA 93230	(559) 582-3241 x2270 (559) 584-2749 (fax)	jsemas@co.kings.ca.us
Lake County Department of Social Services	Pat Shuman Deputy Director PO Box 9000 Lower Lake, CA 95457	(707) 995-4246 (707) 995-4204 (fax)	pshuman@co.lake.ca.us

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Lassen County Welfare Department	Stephanie Riddle Child Care Coordinator 2545 Main Street PO Box 1359 Susanville, CA 96130	(530) 257-9781 (530) 257-9002 (fax)	sriddlelcfr@yahoo.com
Los Angeles County Department of Public Social Services	Victoria Evers Child Care Coordinator CalWORKs Child Care Section 12820 Crossroads Parkway South – West Building Industry, California 91746-3411	(562) 908-6853 (562) 692-7457 (fax)	vevers@ladpss.org
Madera County Department of Social Services	Janet Kezer Child Care Coordinator PO Box 569 Madera, CA 93639	(559) 662-8399 (559) 675-7983 (fax)	Kezer@mcdoss.net
Marin County Department of Health and Human Services	Linda Saunders Child Care Coordinator 3301 Kerner Blvd, Suite 200 San Rafael, CA 94903	(415) 499-6931 (415) 507-4172 (fax)	lsaunders@marin.org
Mariposa County Department of Human Services	Debbie Smith Child Care Coordinator 5186 Highway 49 North PO Box 7 Mariposa, CA 95338	(209) 966-3609 x230 (209) 966-5048 (fax)	dbsmith@yosemite.net

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Mendocino County Department of Social Services	Garet Waterhouse Child Care Coordinator PO Box 1759 Fort Bragg, CA 95437 Alternate Address: 631 S. Orchard Avenue Ukiah, CA 95482	(707) 961-2466 (707) 961-2490 (fax) (707) 467-5513 (707) 467-5561 (fax)	waterhouseG@mcdss.org
Merced County Human Services Agency	Chris Magsalay Child Care Coordinator PO Box 112 Merced, CA 95341-0112	(209) 385-3000 x5759 (209) 725-3997 (fax)	cmagsalay@hsa.co.merced.ca.us
Modoc County Department of Public Social Services	Pat Wood Child Care Coordinator 120 North Main Street Alturas, CA 96101	(530) 233-6501 x6504 (530) 233-2136 (fax)	modocdss@hdo.net
Mono County Department of Social Services	Phil Hartz Welfare to Work Counselor PO Box 2969 Mammoth Lakes, CA 93546	(760) 924-1784 (760) 924-5431(fax)	phmono@qnet.com
Monterey County Department of Social Services	Bonnie Hutcheon Child Care Coordinator 1000 South Main Street, Suite 208 Salinas, CA 93901	(831) 755-4821 (831) 753-2678 (fax)	Hutcheonmb@co.monterey.ca.us
Napa County Health and Human Services Agency	Tracy Ahlenstorf CalWORKs 2261 Elm Street Napa, CA 94559	(707) 253-4101 (707) 253-4895 (fax)	Tahlenst@co.napa.ca.us

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Nevada County Adult and Family Services	Cynthia Bryan Program Manager Employment & Benefits 950 Maidu Avenue PO Box 1210 Nevada City, CA 95959-1210	(530) 265-7101 (530) 265-7062 (fax)	cynthia.bryan@co.nevada.ca.us
Orange County Social Services Agency	Ann Therien Assistant Program Manager 888 N. Main Street Santa Ana, CA 92701-3518 Pam Boozan Program Manager 888 N. Main Street Santa Ana, CA 92701-3518	(714) 245-6202 (714) 245-6050 (fax) (714) 541-7787	atherien@ssa.co.orange.ca.us Pboozan@ssa.co.orange.ca.us
Placer County Health and Human Services	Dan Conners Child Care Coordinator 3268 Penryn Road PO Box 487 Penryn, CA 95663	(916) 625-1010 (916) 625-1002 (fax)	dconners@placer.ca.gov
Plumas County Department of Social Services	Susan Rhodes Supervisor, CalWORKs Employment Services and Eligibility 270 County Hospital Road Courthouse Annex Quincy, CA 95971	(530) 283-6276 (530) 283-1045 (fax)	sjrhodes@ncen.org

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Riverside County Department of Public Social Services	Tammy Childress Program Specialist II 4060 County Circle Drive Riverside, CA 92503	(909) 358-4010 (909) 358-3990 (fax) (909) 358-6805 (fax)	tmchildr@riversidedpss.org
Sacramento County Department of Human Assistance	Billee Willson HQ7D Child Care Coordinator 2433 Marconi Avenue Sacramento, CA 95821	(916) 875-3781 (916) 875-3591 (fax)	willsonb@saccounty.net
San Benito County Health and Human Services Agency	<p>Kay Gibson Assistant Director 1111 San Felipe Road, Suite 206 Hollister, CA 95023</p> <p>Rosie Conrique Employment & Training Worker III 1111 San Felipe Road, Suite 206 Hollister, CA 95023</p>	<p>(831) 636-4180 (831) 637-9754</p> <p>(831) 636-4196 (831) 636-0735 (fax)</p>	kgibson@hollinet.com
San Bernardino County Transitional Assistance Department	Jane Adams Deputy Director, Region 5 7977 Sierra Avenue Fontana, CA 92335	(909) 356-3156 (909) 357-2479 (fax)	jadams@hss.sbcounty.gov
San Diego County Health and Human Services Agency	Sherry Paul County Child Care Administrator 1700 Pacific Highway, Suite 203, W414 San Diego, CA 92101	(619) 685-2288 (619) 685-2298 (fax)	spaulxss@co.san-diego.ca.us

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
San Francisco City and County Department of Human Services	Michele Rutherford Special Assistant to the Director – Child Care Policy and Planning PO Box 7988, Unit A012 San Francisco, CA 94120-7988 Backup: Walter Maciak	(415) 558-2347 (415) 431-9270 (fax) (415) 557-5326 (415) 557-5258 (fax)	Michele_rutherford@ci.sf.ca.us Walter_Maciak@ci.sf.ca.us
San Joaquin County Human Services Agency	Denise Odom Child Care Coordinator 333 East Washington Street PO Box 201056 Stockton, CA 95201-3306	(209) 468-1155 (209) 468-1985 (fax)	dodom@co.san-joaquin.ca.us
San Luis Obispo County Department of Social Services	Bonnie Pierce Program Specialist II PO Box 8119 San Luis Obispo, CA 93403-8119	(805) 781-1844 (805) 781-1846 (fax)	Bpierce@co.slo.ca.us
San Mateo County Human Services Agency	Lorna Strachan Child Care Coordinator 400 Harbor Blvd, Building B Belmont, CA 94002	(650) 802-5193 (650) 802-5173 (fax)	Lstrachan@co.sanmateo.ca.us
Santa Barbara County Department of Social Services	Allegra Shiner Child Care Program Analyst 234 Camino del Remedio Santa Barbara, CA 93110	(805) 882-3693 (805) 882-3796 (fax)	ashiner@co.santa-barbara.ca.us

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Santa Clara County Social Services Agency	<p>Joyce Barker Employment Program Manager Social Services Agency CalWORKs - ESI 333 West Julian Street San Jose, CA 95110</p> <p>Alternate: Evelyn DeLa Cruz</p>	<p>(408) 491-6611 (408) 975-4521 (fax)</p> <p>(408) 491-6627</p>	<p>barkerj@ssa.co.santa-clara.ca.us</p> <p>delacrue@ssa.co.santa-clara.ca.us</p>
Santa Cruz County Human Resources Agency	<p>Ellen Ortiz Child Care Coordinator 1040 Emeline Avenue PO Box 1320 Santa Cruz, CA 95060</p>	<p>(831) 454-4409 (831) 454-4651 (fax)</p>	<p>hra804@hra.co.santa-cruz.ca.us</p>
Shasta County Department of Social Services	<p>Marcia Greene Child Care Coordinator PO Box 496005 Redding, CA 96049</p>	<p>(530) 245-6629 (530) 225-5288 (fax)</p>	<p>shaswrit@snowcrest.net</p>
Sierra County Department of Social Services	<p>Mary Thompson Child Care Coordinator 202 Front Street PO Box 1019 Loyalton, CA 96118</p>	<p>(530) 993-6720 x743 (530) 993-6741 (fax)</p>	<p>mtschs@psln.com</p>
Siskiyou County Human Services	<p>Gail Taylor Child Care Coordinator 818 S. Main Street Yreka, CA 96097</p>	<p>(530) 841-2754 (530) 841-2791 (fax)</p>	<p>jthomas@co.siskiyou.ca.us</p>

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Solano County Health and Social Services Department	Gail Jack Child Care Coordinator H&SS SolanoWORKs 301 Georgia Street, Ste 320 M.S. 27-100 Vallejo, CA 94590	(707) 553-5696 (707) 553-5863 (fax)	gjack@solanocounty.com
Sonoma County Human Services Department	Greg Varley Child Care Coordinator 2227 Capricorn Way, Suite 207 Santa Rosa, CA 95407	(707) 565-8509 (707) 565-8515 (fax)	gvarley@sonoma-county.org
Stanislaus County Community Services Agency	Myrna Lebert Child Care Coordinator PO Box 42 Modesto, CA 95353-0042	(209) 558-2310 (209) 558-2558 (fax)	lebertm@mail.co.stanislaus.ca.us
Sutter County Department of Human Services and Employment Services	Lola Schroeder Child Care Coordinator 543 Garden Highway, Suite B PO Box 1592 Yuba City, CA 95992	(530) 822-7133 x135 (530) 822-7213 (fax)	lschroeder@co.sutter.ca.us
Tehama County Department of Social Welfare	Barbara Boggio Child Care Coordinator PO Box 1515 Red Bluff, CA 96080	(530) 528-4021 (530) 527-5410 (fax)	bboggio@tcdss.org
Trinity County Health and Human Services Department	Maryann Page Child Care Coordinator PO Box 1470 Weaverville, CA 96093-1470	(530) 623-1499 (530) 623-2149 (fax)	mpage@trinitycounty.org

County & Department	Contact & Address	Phone & Fax	E-mail (if blank, no e-mail is available)
Tulare County Department of Public Social Services	Ephraim Rodriguez Child Care Coordinator 5957 S. Mooney Blvd. Visalia, CA 93277	(559) 737-4660 x2157 (559) 733-6896 (fax)	hhsa.erodrigu@tularehhsa.org
Tuolumne County Welfare Department	Lynn Nolte Child Care Coordinator 20075 Cedar Road North Sonora, CA 95370	(209) 533-5790 (209) 533-5714 (fax)	lnolte@isaws.cahwnet.gov
Ventura County Human Services Agency	Ruth Vomund Child Care Coordinator 701 E. Santa Clara Street Ventura, CA 93001	(805) 585-6457 (805) 585-6455 (fax)	ruth.vomund@mail.co.ventura.ca.us
Yolo County Department of Employment and Social Services	Renee Craig Employment and Training Division 120 West Main Street Woodland, CA 95695 (temporary child care coordinator)	(530) 661-2759	Renee.craig@yolocounty.org
Yuba County Department of Social Services	Barbara Miles 1114 Yuba Street Marysville, CA 95901	(530) 749-4932 (530) 749-4990 (fax)	bmiles@ychsa.org

For changes, please contact:

Jackie (Dailly) Galvin
California Department of Social Services
CalWORKs Child Care Programs Bureau
(916) 653-7974 (916) 654-1516 (fax)
Jackie.Dailly@dss.ca.gov

STANDARD AGREEMENT**Attachment V. - Sample Agreement Forms: For Reference Only**

	AGREEMENT NUMBER	AMENDMENT NUMBER														
<p>1. This Agreement is entered into between the State Agency and the Grantee named below</p> <p>STATE AGENCY'S NAME California Department Personnel Administration</p> <p>GRANTEE'S NAME «Grantee»</p>																
<p>2. The term of this Agreement is: «StartDate» Through «EndDate»</p>																
<p>3. The maximum amount \$ «Agreement_Amount» Of this Agreement is: (AGREEMENT AMOUNT IN WORDS)</p>																
<p>4. The parties agree to comply with the terms and conditions of the following exhibits which are by this reference made a part of the Agreement: This Agreement is entered into by and between the California Department of Personnel Administration and <Grantee> to provide a childcare center in accordance with the following exhibits which are attached hereto as a part of this Agreement. The Grantee hereby signifies acceptance of this grant award and agrees to administer the grant in accordance with the terms and conditions contained in, or incorporated by reference to, this Agreement, and any applicable statutes or regulations of the State:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">Exhibit A – Grant Application Phase I Form</td> <td style="width: 40%; text-align: right;">Page(s)</td> </tr> <tr> <td>Exhibit B – Part I Applicant Information with attached Articles of Incorporation</td> <td style="text-align: right;">Page(s)</td> </tr> <tr> <td>Exhibit C – Part II Marketing Information with attached results of Needs Assessment and Marketing Survey</td> <td style="text-align: right;">Page (s)</td> </tr> <tr> <td>Exhibit D – Part III Center Description</td> <td style="text-align: right;">Page(s)</td> </tr> <tr> <td>Exhibit E – Part IV Initial Estimated Operating Budget</td> <td style="text-align: right;">Page(s)</td> </tr> <tr> <td>Exhibit F – Grant Agreement Terms and Conditions</td> <td style="text-align: right;">Page (s)</td> </tr> <tr> <td>* Exhibit G – State GTC 103 and CCC 103</td> <td style="text-align: right;">Page (s)</td> </tr> </table>			Exhibit A – Grant Application Phase I Form	Page(s)	Exhibit B – Part I Applicant Information with attached Articles of Incorporation	Page(s)	Exhibit C – Part II Marketing Information with attached results of Needs Assessment and Marketing Survey	Page (s)	Exhibit D – Part III Center Description	Page(s)	Exhibit E – Part IV Initial Estimated Operating Budget	Page(s)	Exhibit F – Grant Agreement Terms and Conditions	Page (s)	* Exhibit G – State GTC 103 and CCC 103	Page (s)
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Exhibit D – Part III Center Description	Page(s)															
Exhibit E – Part IV Initial Estimated Operating Budget	Page(s)															
Exhibit F – Grant Agreement Terms and Conditions	Page (s)															
* Exhibit G – State GTC 103 and CCC 103	Page (s)															

*View at www.dgs.ca.gov/contracts

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

GRANTEE	CALIFORNIA Department of Personnel Administration Use Only
GRANTEE'S NAME (If other than an individual, state whether a corporation, partnership, etc.)	
«Grantee»	
BY (Authorized Signature)	DATE SIGNED (Do not type)
PRINTED NAME AND TITLE OF PERSON SIGNING	
ADDRESS	
«Address1»	
«City», «State» «ZipCode»	
STATE OF CALIFORNIA	
AGENCY NAME	
California Department of Personnel Administration	
BY (Authorized Signature)	DATE SIGNED (Do not type)
PRINTED NAME AND TITLE OF PERSON SIGNING	
Marty Morgenstern, Director	
ADDRESS	
1515 S. St., North Bldg. Suite 400, Sacramento, CA 95814	
<input type="checkbox"/> Exempt per _____	

EXHIBIT F – For Reference Only

GRANT AGREEMENT TERMS AND CONDITIONS

1. PURPOSE

The purpose of this grant is the establishment of a childcare center. The Grantee agrees to use the granted funds in accordance with this Agreement.

2. ACTIVITIES TO BE PERFORMED

The Grantee agrees to meet all criteria established by the Work and Family Committee and the State Department of Personnel Administration for funding under the Work and Family Childcare Startup Grant, Phase I. (Reference Childcare Startup Grant Application, Phase I Overview and Forms.)

3. PERIOD OF PERFORMANCE

The term of this Agreement shall be from _____ to and including_____, at which time Phase I activities will have been completed.

4. COST AND PAYMENT

The State of California agrees to pay the Grantee an amount not to exceed \$10,155. Said amount will be expended in accordance with the spending plan set forth in the Initial Estimated Operating Budget submitted by the Grantee. The Grantee is liable for any expenditure of granted funds not in accordance with the terms of this agreement.

5. GENERAL TERMS AND CONDITIONS

The sheets marked “General Terms and Conditions” are attached hereto and by this reference are incorporated herein.

6. PROJECT MONITORING AND EVALUATION

The Grantee is subject to monitoring and evaluation by the State for a period of three (3) years after the payment of this Agreement. At a minimum, the Grantee agrees to keep records of all purchases made under this Agreement and to inventory any equipment or materials purchased with these funds. The Grantee shall be subject to examination and audit by an auditor designated by the State for a period of three (3) years after this Agreement is signed.

7. FINAL APPROVAL

This Agreement has no force or effect unless approved by the State Department of Personnel Administration.

8. DISSOLUTION

On the closing and dissolution of this corporation, after arrangement is made for paying or adequately providing for the debts, liabilities, and obligations of the corporation, the remaining assets purchased with the funds granted herein shall be distributed to one or more childcare organizations which are recommended by the State Department of Personnel Administration and which have established their tax-exempt status under section 501 (c) (3) of the IRS Code.

EXHIBIT G – for Reference Only

GTC 103 and CCC 103: GENERAL TERMS AND CONDITIONS AND CERTIFICATION CLAUSES

PLEASE NOTE: In this document the term “Agreement” shall be substituted for the word “Contract”, the word “Grantee” shall be substituted for the word “Contractor”, and the word “Grant Money” shall be substituted for the word “Payments”. Additionally, Paragraphs 13 and 18 do not apply to this Agreement. To view these terms, conditions and clauses on-line please visit: <http://www.documents.dgs.ca.gov/ols/gtc%20103.doc> and <http://www.documents.dgs.ca.gov/ols/ccc-103.doc>

GTC 103

GENERAL TERMS AND CONDITIONS

1. APPROVAL: This Agreement is of no force or effect until signed by both parties and approved by the Department of General Services, if required. Contractor may not commence performance until such approval has been obtained.
2. AMENDMENT: No amendment or variation of the terms of this Agreement shall be valid unless made in writing, signed by the parties and approved as required. No oral understanding or Agreement not incorporated in the Agreement is binding on any of the parties.
3. ASSIGNMENT: This Agreement is not assignable by the Contractor, either in whole or in part, without the consent of the State in the form of a formal written amendment.
4. AUDIT: Contractor agrees that the awarding department, the Department of General Services, the Bureau of State Audits, or their designated representative shall have the right to review and to copy any records and supporting documentation pertaining to the performance of this Agreement. Contractor agrees to maintain such records for possible audit for a minimum of three (3) years after final payment, unless a longer period of records retention is stipulated. Contractor agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees who might reasonably have information related to such records.

Further, Contractor agrees to include a similar right of the State to audit records and interview staff in any subcontract related to performance of this Agreement. (GC 8546.7, PCC 10115 et seq., CCR Title 2, Section 1896).

5. INDEMNIFICATION: Contractor agrees to indemnify, defend and save harmless the State, its officers, agents and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, suppliers, laborers, and any other person, firm or corporation furnishing or supplying work services, materials, or supplies in connection with the performance of this Agreement, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged by Contractor in the performance of this Agreement.

6. DISPUTES: Contractor shall continue with the responsibilities under this Agreement during any dispute.

7. TERMINATION FOR CAUSE: The State may terminate this Agreement and be relieved of any payments should the Contractor fail to perform the requirements of this Agreement at the time and in the manner herein provided. In the event of such termination the State may proceed with the work in any manner deemed proper by the State. All costs to the State shall be deducted from any sum due the Contractor under this Agreement and the balance, if any, shall be paid to the Contractor upon demand.

8. INDEPENDENT CONTRACTOR: Contractor, and the agents and employees of Contractor, in the performance of this Agreement, shall act in an independent capacity and not as officers or employees or agents of the State.

9. RECYCLING CERTIFICATION: The Contractor shall certify in writing under penalty of perjury, the minimum, if not exact, percentage of recycled content, both post consumer waste and secondary waste as defined in the Public Contract Code, Sections 12161 and 12200, in materials, goods, or supplies offered or products used in the performance of this Agreement, regardless of whether the product meets the required recycled product percentage as defined in the Public Contract Code, Sections 12161 and 12200. Contractor may certify that the product contains zero recycled content. (PCC 10233, 10308.5, 10354)

10. NON-DISCRIMINATION CLAUSE: During the performance of this Agreement, Contractor and its subcontractors shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment because of sex, race, color, ancestry, religious creed, national origin, physical disability (including HIV and AIDS), mental disability, medical condition (cancer), age (over 40), marital status, and denial of family care leave. Contractor and subcontractors shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Contractor and subcontractors shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 (a-f) et seq.) and the applicable regulations promulgated thereunder (California Code of Regulations, Title 2, Section 7285 et seq.). The applicable regulations of the Fair Employment and Housing Commission implementing Government Code Section 12990 (a-f), set

forth in Chapter 5 of Division 4 of Title 2 of the California Code of Regulations, are incorporated into this Agreement by reference and made a part hereof as if set forth in full. Contractor and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other Agreement.

Contractor shall include the nondiscrimination and compliance provisions of this clause in all subcontracts to perform work under the Agreement.

11. CERTIFICATION CLAUSES: The CONTRACTOR CERTIFICATION CLAUSES contained in the document CCC 103 are hereby incorporated by reference and made a part of this Agreement by this reference as if attached hereto.

12. TIMELINESS: Time is of the essence in this Agreement.

13. COMPENSATION: The consideration to be paid Contractor, as provided herein, shall be in compensation for all of Contractor's expenses incurred in the performance hereof, including travel, per diem, and taxes, unless otherwise expressly so provided.

14. GOVERNING LAW: This contract is governed by and shall be interpreted in accordance with the laws of the State of California.

15. ANTITRUST CLAIMS: The Contractor by signing this agreement hereby certifies that if these services or goods are obtained by means of a competitive bid, the Contractor shall comply with the requirements of the Government Codes Sections set out below.

a. The Government Code Chapter on Antitrust claims contains the following definitions:

1). "Public purchase" means a purchase by means of competitive bids of goods, services, or materials by the State or any of its political subdivisions or public agencies on whose behalf the Attorney General may bring an action pursuant to subdivision (c) of Section 16750 of the Business and Professions Code.

2). "Public purchasing body" means the State or the subdivision or agency making a public purchase. Government Code Section 4550.

b. In submitting a bid to a public purchasing body, the bidder offers and agrees that if the bid is accepted, it will assign to the purchasing body all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. Sec. 15) or under the Cartwright Act (Chapter 2 (commencing with Section 16700) of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, materials, or services by the bidder for sale to the purchasing body pursuant to the bid. Such assignment shall be made and become effective at the time the purchasing body tenders final payment to the bidder. Government Code Section 4552.

c. If an awarding body or public purchasing body receives, either through judgment or settlement, a monetary recovery for a cause of action assigned under this chapter, the assignor shall be entitled to receive reimbursement for actual legal costs incurred and may, upon demand, recover from the public body any portion of the recovery, including treble damages, attributable

to overcharges that were paid by the assignor but were not paid by the public body as part of the bid price, less the expenses incurred in obtaining that portion of the recovery. Government Code Section 4553.

d. Upon demand in writing by the assignor, the assignee shall, within one year from such demand, reassign the cause of action assigned under this part if the assignor has been or may have been injured by the violation of law for which the cause of action arose and (a) the assignee has not been injured thereby, or (b) the assignee declines to file a court action for the cause of action. See Government Code Section 4554.

16. CHILD SUPPORT COMPLIANCE ACT: "For any Agreement in excess of \$100,000, the contractor acknowledges in accordance with, that:

a). The contractor recognizes the importance of child and family support obligations and shall fully comply with all applicable state and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with section 5200) of Part 5 of Division 9 of the Family Code; and

b) The contractor, to the best of its knowledge is fully complying with the earnings assignment orders of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department."

17. UNENFORCEABLE PROVISION: In the event that any provision of this Agreement is unenforceable or held to be unenforceable, then the parties agree that all other provisions of this Agreement have force and effect and shall not be effected thereby.

18. UNION ACTIVITIES For all contracts, except fixed price contracts of \$50,000 or less, the Contractor acknowledges that:

By signing this agreement Contractor hereby acknowledges the applicability of Government Code Section 16645 through Section 16649 to this agreement and agrees to the following:

a) Contractor will not assist, promote or deter union organizing by employees performing work on a state service contract, including a public works contract.

b) No state funds received under this agreement will be used to assist, promote or deter union organizing.

c) Contractor will not, for any business conducted under this agreement, use any state property to hold meetings with employees or supervisors, if the purpose of such meetings is to assist, promote or deter union organizing, unless the state property is equally available to the general public for holding meetings.

d) If Contractor incurs costs, or makes expenditures to assist, promote or deter union organizing, Contractor will maintain records sufficient to show that no reimbursement from state funds has been sought for these costs, and that Contractor shall provide those records to the Attorney General upon request.

CCC-103 – for Reference Only

CERTIFICATION

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor to the clause(s) listed below. This certification is made under the laws of the State of California.

<i>Contractor/Bidder Firm Name (Printed)</i>		<i>Federal ID Number</i>
<i>By (Authorized Signature)</i>		
<i>Printed Name and Title of Person Signing</i>		
<i>Date Executed</i>	<i>Executed in the County of</i>	

CONTRACTOR CERTIFICATION CLAUSES

1. STATEMENT OF COMPLIANCE: Contractor has, unless exempted, complied with the nondiscrimination program requirements. (GC 12990 (a-f) and CCR, Title 2, Section 8103) (Not applicable to public entities.)

2. DRUG-FREE WORKPLACE REQUIREMENTS: Contractor will comply with the requirements of the Drug-Free Workplace Act of 1990 and will provide a drug-free workplace by taking the following actions:

a. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations.

b. Establish a Drug-Free Awareness Program to inform employees about:

1) the dangers of drug abuse in the workplace;

- 2) the person's or organization's policy of maintaining a drug-free workplace;
- 3) any available counseling, rehabilitation and employee assistance programs; and,
- 4) penalties that may be imposed upon employees for drug abuse violations.

c. Every employee who works on the proposed Agreement will:

- 1) receive a copy of the company's drug-free workplace policy statement; and,
- 2) agree to abide by the terms of the company's statement as a condition of employment on the Agreement.

Failure to comply with these requirements may result in suspension of payments under the Agreement or termination of the Agreement or both and Contractor may be ineligible for award of any future State agreements if the department determines that any of the following has occurred: (1) the Contractor has made false certification, or violated the certification by failing to carry out the requirements as noted above. (GC 8350 et seq.)

3. NATIONAL LABOR RELATIONS BOARD CERTIFICATION: Contractor certifies that no more than one (1) final unappealable finding of contempt of court by a Federal court has been issued against Contractor within the immediately preceding two-year period because of Contractor's failure to comply with an order of a Federal court, which orders Contractor to comply with an order of the National Labor Relations Board. (PCC 10296) (Not applicable to public entities.)

4. UNION ORGANIZING: Contractor hereby certifies that no request for reimbursement, or payment under this agreement, will seek reimbursement for costs incurred to assist, promote or deter union organizing.

5. CONTRACTS FOR LEGAL SERVICES \$50,000 OR MORE- PRO BONO REQUIREMENT: Contractor hereby certifies that contractor will comply with the requirements of Section 6072 of the Business and Professions Code, effective January 1, 2003.

Contractor agrees to make a good faith effort to provide a minimum number of hours of pro bono legal services during each year of the contract equal to the lessor of 30 multiplied by the number of full time attorneys in the firm's offices in the State, with the number of hours prorated on an actual day basis for any contract period of less than a full year or 10% of its contract with the State.

Failure to make a good faith effort may be cause for non-renewal of a state contract for legal services, and may be taken into account when determining the award of future contracts with the State for legal services.

DOING BUSINESS WITH THE STATE OF CALIFORNIA

The following laws apply to persons or entities doing business with the State of California.

1. CONFLICT OF INTEREST: Contractor needs to be aware of the following provisions regarding current or former state employees. If Contractor has any questions on the status of any person rendering services or involved with the Agreement, the awarding agency must be contacted immediately for clarification.

Current State Employees (PCC 10410):

1). No officer or employee shall engage in any employment, activity or enterprise from which the officer or employee receives compensation or has a financial interest and which is sponsored or funded by any state agency, unless the employment, activity or enterprise is required as a condition of regular state employment.

2). No officer or employee shall contract on his or her own behalf as an independent contractor with any state agency to provide goods or services.

Former State Employees (PCC 10411):

1). For the two-year period from the date he or she left state employment, no former state officer or employee may enter into a contract in which he or she engaged in any of the negotiations, transactions, planning, arrangements or any part of the decision-making process relevant to the contract while employed in any capacity by any state agency.

2). For the twelve-month period from the date he or she left state employment, no former state officer or employee may enter into a contract with any state agency if he or she was employed by that state agency in a policy-making position in the same general subject area as the proposed contract within the 12-month period prior to his or her leaving state service.

If Contractor violates any provisions of above paragraphs, such action by Contractor shall render this Agreement void. (PCC 10420)

Members of boards and commissions are exempt from this section if they do not receive payment other than payment of each meeting of the board or commission, payment for preparatory time and payment for per diem. (PCC 10430 (e))

2. LABOR CODE/WORKERS' COMPENSATION: Contractor needs to be aware of the provisions which require every employer to be insured against liability for Worker's Compensation or to undertake self-insurance in accordance with the provisions, and Contractor affirms to comply with such provisions before commencing the performance of the work of this Agreement. (Labor Code Section 3700)

3. AMERICANS WITH DISABILITIES ACT: Contractor assures the State that it complies with the Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA. (42 U.S.C. 12101 et seq.)

4. CONTRACTOR NAME CHANGE: An amendment is required to change the Contractor's name as listed on this Agreement. Upon receipt of legal documentation of the name change the State will process the amendment. Payment of invoices presented with a new name cannot be paid prior to approval of said amendment.

5. CORPORATE QUALIFICATIONS TO DO BUSINESS IN CALIFORNIA:

a. When agreements are to be performed in the state by corporations, the contracting agencies will be verifying that the contractor is currently qualified to do business in California in order to ensure that all obligations due to the state are fulfilled.

b. "Doing business" is defined in R&TC Section 23101 as actively engaging in any transaction for the purpose of financial or pecuniary gain or profit. Although there are some statutory exceptions to taxation, rarely will a corporate contractor performing within the state not be subject to the franchise tax.

c. Both domestic and foreign corporations (those incorporated outside of California) must be in good standing in order to be qualified to do business in California. Agencies will determine whether a corporation is in good standing by calling the Office of the Secretary of State.

6. RESOLUTION: A county, city, district, or other local public body must provide the State with a copy of a resolution, order, motion, or ordinance of the local governing body which by law has authority to enter into an agreement, authorizing execution of the agreement.

7. AIR OR WATER POLLUTION VIOLATION: Under the State laws, the Contractor shall not be: (1) in violation of any order or resolution not subject to review promulgated by the State Air Resources Board or an air pollution control district; (2) subject to cease and desist order not subject to review issued pursuant to Section 13301 of the Water Code for violation of waste discharge requirements or discharge prohibitions; or (3) finally determined to be in violation of provisions of federal law relating to air or water pollution.

8. PAYEE DATA RECORD FORM STD. 204: This form must be completed by all contractors that are not another state agency or other government entity.